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Executive Registry
72-4914

DD/S 72-3573

13 September 1972

DD / S R E G I S T R Y

FILE

Meeting (Deputies)

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science & Technology
Deputy Director for Support
General Counsel
Inspector General

SUBJECT : Agenda for the Deputies Meeting on Tuesday,
19 September 1972

The following subjects will be discussed at the Deputies Meeting
at 2:30 on Tuesday, 19 September:

✓ a. Contacts with the American Private Sector. Please see
my memo of 10 July on this subject, previously forwarded to
you (ER 72-2036/4).

✓ b. Senior Officer Schools and the CIA Senior Seminar.
No preparation needed.

✓ c. Foreign Affairs Executive Seminar. Please see my
memo of 10 July on this subject, previously forwarded to you
(ER 72-195/4).

d. MAG Annual Report. The MAG report was forwarded
to you by my memo of 8 August (ER 72-4383).

e. Award Ceremony Procedures. Informal discussion --
no preparation needed.

f. Intelligence Museum. The attached draft will be discussed.

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W. E. Colby
Executive Director-Comptroller

cc: Director of Personnel

Director of Training

MORI/CDF Pages 1 and 9 thru

11

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CLASSIFIED	<i>Sign</i>
EXEMPT FROM GENERAL DECLASSIFICATION	
SCHEDULE 1	
EXEMPTION CATEGORY:	
§ 1.1	(2)
(one or more)	
EXEMPTED ON	
IMDET	

1. Bd of Visitors paper

Prefer someone quite senior - staff chiefs

OK check with DCI + issue

sub groups
+ officers

2. Senior seminar -

WEC - 75 candidates 30 places in schools - months long vs our 9 wk course
Where is best return - outside or internal?
There is a need for internal senior CIA training -

Ed - prefer 30 vs 40

Move to use war colleges for specific objectives
with tailored selection of students

DDI prefers only, DDP ^{strongly} wants only

DDST ~ DDS strongly for

Sabbaticals favored

- 2 runnings of 15 strongly preferred to one longer class

3. FAES - WEC - though not the best it is on way up from low beginning - we should continue support

We should continue support + not kill at this point.

Ed P - new name use "Midcareer".

Keep -

4. Private sector -

Regin will be drawn up

5. MAG -

Encourage invitations for membership

Encourage meeting with MAG members

6 Awards Ceremonies

Deputies need not be at all ceremonies
list will be circulated for Dep determination
which he will attend

Award Ceremony to be reversed

man say, thank you.

25 yr award Ceremony with Dep to be set up

7 Intel Museum

Ex officio

8 Program Executive Procedure

OK

ADP to be revised

9. Budget hearings

Look at "issues" lists.

-(who as secrets)

Kenner - ODS to talk whole program NPK + DC

10 NWC - 170ct

Del early AM, then Ex on 61A + panel

19 Sept

(2)

11. Awards remarks for PCT —
Depts look at personally,

12. 84 above 30 June 73 level people vs ceiling
69-73 Agency cut o/s 14% other civilian 28%

13. Historical staff
make them writers and just editors
Invite Directorate contribute people for writing
Part

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72-4912

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
Deputy Director for Support

SUBJECT : Training Board of Visitors

1. At the Director's Annual Conference in May, the suggestion of a Board of Visitors to the Agency training effort was given general endorsement. Consequently, after consulting with the Inspector General and the Director of Training, I believe now is a propitious time to proceed with the establishment of such a Board.

2. The purpose of the Board of Visitors is to identify training needs within the Agency and to assess the programs of the Office of Training in meeting these needs through its own and Agency-sponsored external training. I am particularly concerned that there be a planned, precise, systematic use of training as an integral facet of personnel management and organizational development in the Agency.

3. I am herewith appointing Mr. William Broe, the Inspector General, as Chairman of the Board of Visitors and Mr. Harry Fisher, Director of Personnel, as an ex officio member. Each Deputy Director is requested,

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following consultation with Mr. Broe, to designate one of his most senior officers as a member of the Board. The Director of Training is requested to designate one of his officers to be Executive Secretary to the Board.

4. The Board of Visitors is authorized to undertake the following functions:

a. Assess use of training in terms of employee and organizational development and advise the Deputy Directors concerning measures for improving training as an instrument of personnel management within their Directorates. In this connection, I am also concerned about increasing the effectiveness and participation of the component training officers in personnel planning.

b. Examine operations, intelligence, and support doctrine being presented by the Office of Training and advise the Deputy Directors concerning guidance needed from the Directorates by the Office of Training to enable the latter to fulfill its mission.

c. Identify and describe for the Director of Training those job skills which need to be developed by training.

d. Evaluate the validity of OTR's courses and programs, including external training, by examining

training objectives, content, and resulting on-the-job performance of employees, and recommend to the Director of Training the addition, modification, or elimination of training programs as appropriate.

5. In executing its responsibilities, the Board will convene at the call of the Chairman at least once each year, but may convene more often as circumstances dictate. Minutes of all meetings should be recorded. The Chairman shall have responsibility for developing the agenda for the Board through such consultation with Board members and other Agency officials as he may elect. The Chairman or his designated representative is to prepare an annual report, including recommendations, for submission to the Director and the Director of Training. Dissenting or differing views of Board members should be included in this report.

6. The Board is authorized to establish standing or ad hoc committees to undertake activities specifically approved by it. Membership on such committees should be determined by members of the Board but need not be limited to them. I would expect, for example, the services of the Inspector General's staff to be available for use by the Board. The various members of the Board also will certainly have particular special interests and, therefore, it would be appropriate to have Directorate caucuses led by the Board of Visitors member for that Directorate. I would hope, however, that the Board

as a whole would take the broadest possible view from the standpoint of overall Agency interests, as well as reflect the needs of the individual Directorates.

7. Secretarial and other support services required by the Board itself should be provided by the Office of Training. Individual members and committees in need of services may call upon other components as circumstances dictate.

8. I would appreciate your giving the Board of Visitors your fullest support and urge you to initiate action for designating your representative as soon as reasonably possible.

W. E. Colby
Executive Director-Comptroller

cc: Inspector General
Director of Personnel
Director of Training

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D R A F T

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science & Technology
Deputy Director for Support

SUBJECT : Intelligence Museum

1. I hope within the next few weeks to establish a program for conserving and, when appropriate, exhibiting material which has been significant in the development of CIA and its operations, before such material is lost or dispersed.

2. In order to accomplish this, I intend to appoint an Intelligence Museum Commission, which will be responsible for establishing and then supervising the following program:

a. Identifying, cataloguing and conserving documents, photographs, hardware and other materiel, and miscellaneous memorabilia which have been significant in the development of CIA and its operations;

b. Arranging for their progressive declassification on terms agreed to by whichever directorate used the material operationally; and

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EXEMPT FROM GENERAL DECLASSIFICATION
SCHEDULE OF E.O. 11652, EXEMPTION CATEGORY:
§ 55(1) <i>(1)</i> (circle one or more)
AUTOMATICALLY DECLASSIFIED ON
<i>IMPDET</i>
(unless impossible, insert date or event)

- 2 -

c. Exhibiting the material when exhibition would have a salutary effect on employee morale, on training, or on special problems the Director identifies.

3. The Commission will be responsible to the Executive Director, but as noted in 2b above, it must also be responsible to the operational security needs of each of the directorates. Therefore, I am asking each of you to nominate one member to the Commission. Also, I would like to have your nominations for advisers to represent each unit within your directorate which may have a special stake in assembling a historical collection of intelligence materials. NPIC, TSD, and OC seem to me to be such units, particularly because most of them already have developed similar programs on their own.

4. I plan to appoint a Chairman who would in addition be responsible for being cognizant of the interests in these regards of the independent units in the Director's Office. Furthermore, I believe there should be at least three ex officio members. At this time, I have in mind the Agency Historian, the Curator of the CIA Historical Intelligence Collection, and a representative of the Fine Arts Commission, the last in order to establish coordination between these two Commissions. The Agency's Historical Staff will act as Secretariat for the Intelligence Museum Commission.

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5. I do not intend that the Intelligence Museum Commission should take physical possession of all material that it identifies and catalogues for the historical collection. Offices which have the space and interest in housing their own historical material may retain custody of it so long as it remains available to the Intelligence Museum Commission and is not destroyed or dispersed without the Commission's sanction. Finally, the functions assigned to the Commission shall in no way interfere with the historical and archival (records management) functions already assigned in the Agency.

W. E. Colby
Executive Director-Comptroller

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SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM					
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OFFICIAL ROUTING SLIP					
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<input type="checkbox"/> CONCURRENCE		<input type="checkbox"/> INFORMATION	<input type="checkbox"/> SIGNATURE		
Remarks: <p style="text-align: center;">Attached is an additional agenda item for tomorrow's Deputies Meeting.</p>					
FOLD HERE TO RETURN TO SENDER					
FROM: NAME, ADDRESS AND PHONE NO.					DATE
Executive Director-Comptroller					18 Sep 72
<input type="checkbox"/>	UNCLASSIFIED	<input type="checkbox"/>	CONFIDENTIAL	<input type="checkbox"/>	SECRET

18 September 1972

less flexibility rather than more
See language
Relationship to Regulatory responsibilities

PROGRAM EXECUTION PROCEDURE

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1. On or about the beginning of each fiscal year, the Director will approve an operating plan for each organization component (office or equivalent). The plan will consist of one or more key factors (dollar thresholds) through which the operation of the component will be monitored. An appropriate framework for an operating plan for each office will be developed by O/PPB in coordination with the Directorate planning officers, and will reflect the decisions made in the annual program review.
2. Approval of a component operating plan supported by the allotment of funds will constitute authority to obligate funds in conformance with the approved plan, and no further Agency level approval will be required except for notification to the DCI of imminent action on selected activities. This notice will consist of a paper which briefly describes the action to be taken, the date of proposed action, and indicates when and by whom the action was approved. In general, this notice will be required before obligation of funds for projects which are politically sensitive, major contractual agreements, purchase of real estate or construction and major procurement

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actions. Notification will be made as soon as all arrangements for action have been made, and not later than five working days before the action is to take place, except that in case of emergencies, notice shall be provided as early as possible before the action, or as soon as possible after the action where circumstances preclude prior notice.

3. Because of inadequate information, it may not be possible at the beginning of the fiscal year to reach a decision on every key factor of an operating plan. In such cases, plans will be approved with appropriate limitations. Issues remaining will be resubmitted by the Directorates at a later time for DCI decision.

4. Whenever, after approval of an operating plan, circumstances require a change in any of the key factors of that plan, a Deputy Director may reprogram within his total funds by requesting that O/PPB make the appropriate allotment or suballotment changes.

Whenever a major change is required, or whenever the change cannot be accommodated within the Directorate total, the Deputy Director will seek the Director's approval by submitting an appropriate memorandum to the Director through the Executive Director-Comptroller. There is no fixed format for this submission. It should be a paper which clearly and succinctly

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describes the issue, feasible alternatives, resource requirements and action recommended to the Director.

5. The Executive Director-Comptroller will monitor all operating plans by post audit, by watching the application of resources as reported monthly in the accounting systems of the Agency and by making inquiries directly and through O/PPB and the Inspector General. He will keep the Director currently advised of program implementation and changes.

6. Resources which are not being used will, in consultation with the appropriate Deputy Director, be earmarked for use by the Director for unfunded and quick reaction requirements. Should these amounts be inadequate for unanticipated priority requirements, the Executive Director-Comptroller will look to each Deputy to identify the lowest priority items which can be deferred or cancelled to make available resources required for unprogrammed requirements of the Agency.

7. For this decentralized and simplified system to succeed, it is essential that every component make accurate and timely adjustments to the data base in the accounting systems of the Agency.

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Special Instructions for Program Execution

1. Once operating plans are established, each Deputy Director is authorized to reprogram his total funds as he sees fit, subject to two limitations. First, he must request O/PPB to make a formal ILLEGIB reallocation for shifts of funds among components. These actions will be taken as a matter of course. Second, whenever the repro-gramming sought is significant enough to require DCI approval, the Deputy Director will be expected to seek such approval before he takes reprogramming action. The Executive Director will monitor all reallocation requests and will advise the Director on any matter he believes warrants such advice.

2. Key factors or dollar control levels are to be established for and tailored to the specific nature of each component's operations. These are the specific points of the component's plan through which the operation of the component will be monitored. After an initial period of experience, it may be desirable to assign key factors on a Directorate-wide basis rather than a component basis. For the present, however, the dollar budgeted level of organizational component will be the key factor. Additional key factors may be added or eliminated from year to year or even within a year depending on the significance of programs. Reserve releases



who does
what
when

why not
Collection
"dollar"
control
level?

?

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will, by and large, always be individual key factors in line with our agreement with OMB.

3. Each Deputy Director is required to forward to the DCI through the Executive Director notification of imminent action in the following circumstances:

DCI or
g. [signature]

a. Politically sensitive projects. As used here, a politically sensitive project is any Agency endeavor which carries a significant risk of causing embarrassment to the United States Government in general or to the Agency in particular. In general, Directorates should discuss any such activities in the review of their annual programs. Whenever any endeavor appears to be politically sensitive, DCI approval should be sought even before the contemplated action is put under preparation. The forwarding of notice that the undertaking is about to happen will provide a final safety device to assure full top-level coordination of these high-risk endeavors. 40 Committee approval of politically sensitive activities will fulfill the above-stated requirement to notify the DCI.

b. Major contractual agreements. Directorates should identify and seek DCI approval of major contractual agreements as part of their annual program reviews. Once approved, notification of imminent action will be required to assure final

What is
major

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coordination. It is intended that Agency program reviews will, to the extent possible, include a review of work to be undertaken on behalf of and funded by other agencies. Appropriate systems for monitoring the execution of these programs will be established.

Argument
c. Purchase of real estate or construction. No funds will be obligated for the purchase of real estate or for the construction of buildings or for the major repair or rehabilitation of buildings *how determine* without DCI approval. DCI approval for such actions will normally be obtained as part of the program review process. Notification of action will assure final coordination.

d. Procurement or lease of ADP equipment. DCI approval *why TC?* will be required for: the purchase or lease of any computer system with a purchase value of \$50,000 or more; the upgrading of current systems where the cost of upgrading is \$48,000 in annual leases or \$150,000 in purchases; and for any annual ADP service contract costing \$50,000 or more. Notification of imminent action will be required for the purchase or lease of any central processing unit; for upgrading of an existing system costing over \$48,000 for annual leasing or \$150,000 for purchase; and for any ADP service contract costing \$50,000 or more per year.

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72-4383
8 August 1972

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Support
Deputy Director for Science and Technology

SUBJECT : Annual Report -- Management Advisory Group

Attached is MAG's annual report to the Director, less attachments, any of which can be obtained by calling my office. I met with them a few weeks ago to report on what actions have been taken that are responsive to their various recommendations. I also discussed the report with the Director and plan to review it with you at some future Deputies Meeting.

WEC

W. E. Colby
Executive Director-Comptroller

Attachment

cc: Director of Personnel
General Counsel
Inspector General

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HEREIN IS UNCLASSIFIED

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26 May 1972

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Activities of the Management Advisory Group,
June 1971 - May 1972

1. This memorandum summarizes the activities of the Management Advisory Group during its third year of existence.

2. There again has been a complete turnover of the MAG membership, in accordance with an amended policy of staggered one-year terms. Meetings have generally been held twice a month, to include both a business session and a dinner session. Our guest speakers have included (in order of appearance) Messrs. Cunningham, Tweedy, [redacted] Osborne, Fisher, [redacted] Colby, White, Maury, Proctor, Briggs, and Duckett.

3. MAG submitted ten papers on Agency problems to the Executive Director-Comptroller this year:

A. Comments on "Black Employment at CIA" - Commenting upon a paper by a group of junior officers, MAG took the position that the total minority employment effort should be considered, not just Black employment. We opposed any form of quota system and supported the lowering of qualification standards only for highly motivated applicants with clear potential. (Tab A)

B. Maximizing Program and Manpower Productivity - MAG recommended a long-term approach to alleviate the negative effects of periodic personnel and budget cutbacks. This would include greater emphasis on the establishment of program priorities, elimination of marginal activities, effective employee evaluations, and imaginative career development. MAG also suggested re-location of "plateaued" individuals and inter-office/directorate movement of professionals. (Tab B)

C. Short-term Measures to Maintain Employee Morale in Periods of Austerity - In response to last fall's Presidential directives and to supplement long-term measures, MAG recommended greater standardization and coordination of personnel policies, additional emphasis

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GROUP 1
Excluded from automatic
downgrading and
declassification

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on effective management-employee communication, fairness in assignments, and expanded use of career-related training and orientation trips. (Tab C)

D. Management Training - MAG reiterated its belief that basic supervisory training should be provided new supervisors within six months of assignment to an initial supervisory position. (Tab D)

E. A 3-Day Work Week for Certain Agency Components - MAG proposed a three-day (12 1/2 hour a day) work week for computer operators in view of several unique advantages it should provide to computer center management. (Tab E)

F. Non-traditional Work Schedules - MAG recommended that top management keep itself informed on the 4-day work week and other alternative work schedule experimentation. It was proposed that an inter-directorate study group investigate the applicability of such schedules to the work of various Agency components. (Tab F)

G. Development of the Agency's Language Capability - MAG felt that this would be greatly facilitated by unequivocally tying career development to demonstrated language proficiency, as appropriate. (Tab G)

H. CIA's Domestic Activities - MAG expressed its concern regarding possible repercussions to the Agency if an Agency component is discovered to be systematically collecting or maintaining information on U. S. citizens within the United States. (Tab H)

I. Optimization of the Agency's Research and Development Work - MAG suggested the need and some methods for improving the interface between developer and user, long-range planning, a change in the project approval procedure, flexibility regarding sole-source contracts, the combination of smaller projects into larger ones, and an R&D career service. Duplication of effort was not considered to be a major problem. (Tab I)

J. Coordination of CIA Attendance and Activity at International Conferences - MAG recommended that the Agency adopt an official coordination procedure for international conference attendance by its overt employees to avoid conflict with information-gathering and operational activities by Agency sources. (Tab J)

Support should participate

4. [redacted] of 15 March 1971 invited employee suggestions through MAG. Since it was issued, 15 suggestions have been received. We have discussed all of them and informed the originators of our reactions. In some instances we investigated matters with which individuals were concerned. In a few cases we forwarded the suggestions to the Executive Director-Comptroller or other appropriate offices.

5. Other MAG activities were:

- A. Review of the CIA Fact Book.
- B. Consideration of housing problems of newly arrived clerical employees.
- C. Discussion with [redacted] regarding implications of the President's austerity program.
- D. Discussion with Mr. Karamessines regarding the Domestic Activities paper.
- E. Discussion with Mr. Thuermer regarding Agency public and press relations.
- F. Presentation of MAG functions and activities to participants in several OTR courses.

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6. We are continually assessing MAG's abilities to meet the purpose of its charter and are continually adjusting our operational approach to meet prevailing points of view. We all consider our MAG experience to be individually rewarding. In time, we hope that MAG will become more widely recognized and that management, including the deputy directors, will call upon it more frequently to serve as an inter-directorate reflective body on policy issues.

MANAGEMENT ADVISORY GROUP

Attachments: A-J as stated in paragraph 3

- K - Access to complete fitness reports June 72
- L - Recs ref "Fyt allegations + answers" June 72
- M - appointments to MAG June 72